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ABSTRACT

This study provides an overview of the current literature dealing with coordination and control of institutions of higher education. The 120 items that make up this annotated bibliography deal primarily with statewide planning for higher education, state systems of higher education, governing boards, state coordinating agencies, state coordination and control of higher education, state financing, state university/college relationships, establishment of junior colleges, interinstitutional cooperation, and educational policy. (AF)

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COORDINATION OF HIGHER EDUCATION

AN ANNOTATED BIBLIOGRAPHY

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FOREWORD

Continued concern with the governance of Higher Education in the United States, with efficient and effective operation of institutions at this level, and with the preservation of the traditional autonomy of individual institutions has lead to the development of a body of literature related to coordination and control of these institutions.

Master development plans for statewide expansion of higher education have received emphasis in state after state during the past ten years. Such plans inevitably provide for a state level agency to coordinate and in some instances to control the institution of higher education in a state.

Federal legislation providing funds for the construction of buildings also has given emphasis to state level planning. These plans supervised by a state "commission" must provide for private as well as public institutions.

This study provides overview of the current literature in the field. We are indebted to the excellent work of Dr. Jeffrey Stuckman and Mr. Dean Hansen, Kellogg Fellows at the University of Florida for their help in preparing these annotations.

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Abbott, Frank C. Government Policy and Higher Education. A Study of the Regents of the University of the State of New York 1784-1949. Ithaca, New York: Cornell University Press, 417 pp.

Concerned primarily with the role of the Regents as an agency of government, traces their history and analyzes their work as the agency responsible for supervision and planning of higher education in the Empire State. Essentially history, the educational significance of actions of the Regents is not generally assessed.

Allen, James E. "The Compact: New Strength for the States." Educational Record, 47 (Winter, 1966), pp. 113-115.

"The Compact for education, one of the most exciting innovations in this interesting period in American education, offers a valuable opportunity for strengthening the states and for developing a productive relationship among the three levels of government in solving the problems of education. It is important that the specific purpose of the compact be clearly understood...such a far reaching development is (not) without its risks..."

Anderson, Wayne M. Cooperation Within American Higher Education. Washington, D. C.: Association of American Colleges, 1964, 74 pp.

A listing of various types of cooperative arrangements including the institutions involved and persons to contact for further information. Covers bi-lateral, city and area, state, regional, and national forms of cooperative projects. Selected references, appendices, and institutional and subject indexes are included.

Arnold, Marshall. "A Study of the Organization and Control of State Supported Higher Education as Reported in Selected Surveys." Unpublished doctoral dissertation, Columbia: University of Missouri, 1956, 392 pp.

Concerned with changes between 1933 and 1956 as recommended by 53 selected State surveys. Covers many aspects of organization, composition of boards of control, and use of state coordinating boards.

Axelrod, Joseph, et. al. Autonomy and Interdependence: Emerging Systems in Higher Education. Washington, D. C.: American Council on Education, 1964, 89 pp.

Five papers presented at the 1964 Annual Meeting, covering: New Organizational patterns in American Colleges and Universities; Consortia and

Related Inter-Institutional Arrangements in Higher Education; Interstate Cooperation and Coordination in Higher Education; National Organizations in Higher Education. Topics deal in general with conflicting concepts in higher education of autonomy and interdependence.

Bachman, Frank P., Director of Study. Report on Functions of State Institutions of Higher Learning in Mississippi - A Basis for the Allocation of Funds. Nashville, Tennessee: Division of Surveys and Field Studies of George Peabody College for Teachers, 1933, 73 pp.

Designed basically as a study involving funding. Also describes higher education in Mississippi in light of its functions, organizations and services. A division of educational responsibilities among various higher education institutions, and the placing of all higher education under a Board of Higher Education is envisioned. This Board would have a chief administrative officer to execute policies and to administer and coordinate all institutions of higher education.

Berdahl, Robert O. "The State Planning and Coordinating Agency for Higher Education." Paper prepared for the Sixteenth Annual Legislative Work Conference of the Southern Regional Education Board, August 27-29, 1967, 14 pp.

Largely descriptive analysis of the types of coordinating agencies currently to be found in the fifty states and of the jurisdiction, composition, organization and powers of the state coordinating boards. Major problems and issues facing state coordinating agencies are raised, and an assessment of future trends is made. Insightful questions are raised pursuant to these two areas.

Beu, Frank A. "A Single State Board." Illinois Education, 40 (January, 1952), pp. 182-184.

Gives reasons for conviction that "one State Board of Regents for Higher Education is a more feasible and workable plan than making all the public institutions of higher learning a part of a single state-wide institution under a single executive head."

Blackwell, Gordon W. "Problems of Coordination of the Four-Year Colleges and Universities." Address given to a Conference of the Southern Regional Education Board, August 1, 1962.

Suggests a three-tiered state system of higher education comprised of junior colleges, four-year colleges, and one or two state universities. Voluntarily private institutions may have their programs and

plans considered in coordinating the state system. This coordination can be achieved by (1) allocation of enrollment by levels (lower, upper and graduate divisions), (2) allocation of instructional programs (associate, baccalaureate, masters, doctors), (3) differentiation in academic standards among the institutions, (4) coordination of research programs and supporting functions such as library and publications, (5) coordination of extended services.

Brewton, John E., Director of the Survey. Public Higher Education in South Carolina. Nashville, Tennessee: Division of Surveys and Field Studies of the George Peabody College for Teachers, January, 1946, 437 pp.

A detailed analysis of higher education in South Carolina, including programs and physical needs. Special attention was given to studying the present status of control and to developing recommendations for a system of coordinated and unified higher education for the state. A Higher Education Commission was advocated over all public higher learning with an executive director who should be a professional educator with broad experience enabling him to be a coordinating official, an arbiter, and an adviser of the college presidents.

Bristol, L. M. Three Focal Points in the Development of Florida's State System of Higher Education. Gainesville: University of Florida, 1953, 70 pp.

Key historical points in Florida's higher education growth, development and control are discussed and evaluated: Act of 1851, Buckman Act of 1905, Act of 1947. Suggestions for Florida's present and future system of higher education are presented.

Brouillet, Frank B. Coordination of Higher Education: An Overview with Emphasis on the State of Washington. Seattle: Center for the Development of Community College Education, University of Washington, 1968, 35 pp.

The development of coordinating agencies and the composition, powers, and duties of coordinating boards are succinctly described. The states are classified according to their existing type of coordinating and/or governing structure. The background for and the history of coordination of higher education in Washington is related. Six trends in coordination of higher education are presented. An annotated bibliography is included.

Browne, Arthur D. "The Institution and the System: Autonomy and Coordination." Long-Range Planning in Higher Education. Edited by Owen A. Knorr. Boulder, Colorado: The Western Interstate Commission for Higher Education, 1964, pp. 39-51.

Institutional autonomy vis-a-vis statewide coordination as applied to long-range planning is examined.

Brumbaugh, A. J. "The Proper Relationships Between State Governments and State-Supported Higher Institutions." Educational Record, 42 (July, 1961), pp. 173-78.

Examples of the erosion of institutional autonomy and factors underpinning this erosion are succinctly integrated. The author draws five conclusions concerning the relationship between the states and their institutions of higher learning. The recommendations of the Committee on Government and Higher Education concerning proper state and institution functions and procedures are liberally cited.

Brumbaugh, A. J. State-wide Planning and Coordination of Higher Education. Atlanta. Georgia: Southern Regional Education Board, 1963, 50 pp.

Discussion of the functions of state agencies vis-a-vis statewide coordination and the requirements which are requisite to the adequate performance of these functions. The type of statewide coordination employed by ten southern and five non-southern states is succinctly reviewed.

Brumbaugh, A. J.; and Blee, Myron R. Higher Education and Florida's Future. Volume I, Recommendations and General Staff Report. Gainesville: University of Florida Press, 1956, pp. 39-55.

Chapter four discusses an imperative revision of the Florida Board of Control and its coordinating role to meet the new pressures and problems in higher education. The operating control of institutions should remain decentralized, with lay participation, but with state-level unified policy determination and functional supervision. Inter-institutional program coordination is also considered.

Brumbaugh, A. J.; and Chandler, H. W. Higher Education in Louisiana. Baton Rouge: The Louisiana Commission on Higher Education, May 8, 1956, 107 pp.

A summary report of the full five volume report, outlining the role of higher education in Louisiana, with an examination of its demands,

resources, organizations, institutions, and programs. A plan of action is recommended, including reconstituting the state Coordinating Council for Higher Education and revising its responsibilities.

Bunnell, Kevin P; and Vadala, Julia, eds. Effective State Board Leadership in Community College Development. Boulder, Colorado: Western Interstate Commission for Higher Education, February, 1969, 42 pp.

A collection of papers presented at a workshop whose theme was the title of this publication. Subjects covered by the papers include the nation-wide variation of statewide coordination of community colleges, the distribution of responsibility between state and local community college boards, the different patterns of state community college systems, budgeting and finance for state community college systems, and the rationale for state master planning.

Burns, Gerald P., ed. Administrators in Higher Education: Their Functions and Coordination. New York: Harper and Brothers, Publishers, 1962, 236 pp.

A general overview of the field of college and university administration. Through analysis and synthesis by the contributing educators, guideposts are set forth for promising methods of educational management, supervision and coordination at both state and institutional levels.

Burns, Norman, Director of the Survey. State-Controlled Higher Education in Arkansas. Little Rock: Arkansas Commission on Higher Education, January, 1951, 190 pp.

A survey of state-controlled higher education in Arkansas, covering financing, programs and control. Recommended that a state coordinating board of higher education be established with power to allocate functions and supervise budgeting among institutions, but that individual institutional boards of control also be maintained.

Caldwell, John T. "Organizing State-Supported Higher Education." State Government, 26 (November, 1953), pp. 256-60, 272.

To effect the objectives of a central coordinating authority, six organizational features are discussed. Practices in Oregon, Oklahoma and North Dakota are alluded to. The import of this article has not become dated.

Chambers, M. M. Voluntary Statewide Coordination in Public Higher Education. Ann Arbor: The University of Michigan, 1961, 80 pp.

Voluntary statewide coordination as practiced in nine states, viz., Arkansas, California, Colorado, Indiana, Michigan, Minnesota, Missouri, Ohio and Washington, is described. Voluntary coordination is contrasted with compulsory coordination and with statewide consolidation of operating control.

Clark, George W. "A Study of Statewide Organizational Structures for Community Colleges." Unpublished doctoral dissertation, Berkeley: University of California, 1966, 200 pp.

Survey of current practices and problems in the division of responsibilities between statewide agencies and local institutional boards for community colleges in the states of Arizona, Florida, Illinois, and Michigan.

Committee on Education, Chamber of Commerce of the United States. The Fourth "R" -- Responsibility of the States in Education. Washington, D. C.: Chamber of Commerce of the United States, April, 1947, 48 pp.

An examination of the organization of state departments of education in light of the state's responsibility and the multiplying demands of society. Conclusion was reached that weakness at the state level can be eliminated by reorganizing and adjusting functions, priorities, finances and standards. Coordinating the entire state system of education under one state board was strongly suggested.

Committee on Government and Higher Education. The Efficiency of Freedom. Baltimore, Maryland: The Johns Hopkins Press, 1959, 44 pp.

Prevailing thesis is that institutional "freedom is preserved and strengthened by the granting of independence to the institution by placing responsibility and authority for the management of the institution" with a lay board of trustees. The growth of state control over public higher education institutions as well as measures to halt its advance are reviewed.

Conant, James B. Shaping Educational Policy. New York: McGraw-Hill, 1964, 135 pp.

Examines the trend of American higher education to turn to the federal government for advice and leadership, due to state reluctance or failure in these areas. California and New York are praised as excellent

examples of states which have adopted a system of a master plan in order to effectively plan and coordinate their systems of higher education.

Condon, John T. "State Patterns of Control, Organization, and Support of Public Community or Two-Year Colleges." Phoenix: Arizona State Junior College Board, October, 1967. (Mimeographed.)

A compilation and listing of questionnaire responses submitted by state directors of public community junior colleges giving various state patterns of fiscal, organizational and coordinating agency arrangements.

Coons, Arthur G., et.al., Master Plan Survey Team. A Master Plan for Higher Education in California 1960-1975. Sacramento: California State Department of Education, 1960, 230 pp.

A comprehensive analysis and projection of the state needs in higher education for a fifteen-year period, prepared by the Liaison Committee of the Regents of the University of California and the California State Board of Education. An example of coordinated planning, both present and future.

Coordinating Two-Year Colleges in State Education Systems. A Report of a Conference in Washington, D. C., May 16-17, 1957, United States Office of Education, Washington, D. C.: Government Printing Office, 1957.

Identifies the role of the state directors and supervisors of two-year colleges in coordinating these institutions in a state educational system. Brief descriptions are included of the organization and scheme for operation and control of two-year institutions in sixteen states.

Council of State Governments. Higher Education in the Forty-Eight States. Chicago: The Council, 1952, 317 pp.

Most comprehensive overview of the status of American higher education at the time of publication. Chapter five includes a discussion of the interaction of governmental agencies vis-a-vis higher educational institutions and of voluntary and involuntary coordinating councils and boards.

Council of State Governments. Reports on Higher Education. An Annotated Bibliography of Recent Reports of State Study Commissions and other

Official Agencies. Chicago: The Council of State Governments, March, 1958, 15 pp. (Mimeographed.)

An annotated bibliography of seventeen official state reports on higher education. The annotations include the major subjects covered in each report and a summary of the recommendations.

Council for the Study of Higher Education in Florida. "Initial Report to the Board of Control, Florida Institutions of Higher Learning," Tallahassee: State Department of Education, January, 1955, 24 pp.

A brief summary of the over-all structure of higher education in Florida, with a proposed plan for the government of public higher education, and a plan for relating private and public higher education. Chief among the Council's recommendations was the creation of a Community College Commission to develop and coordinate a statewide system of community colleges.

DeZonis, Robert H. "Coordination Among Higher Institutions in Wisconsin." Educational Record, 44 (July, 1963), pp. 288-93.

Review of the seven year history of the Wisconsin Coordinating Committee for Higher Education. The origin of, the statutory powers of, and some achievements of the Coordinating Committee are put forth by the author.

Elliott, Edward C.; Chambers, M. M.; and Ashbrook, William A. The Government of Higher Education. New York: American Book Company, 1935, 289 pp.

An informative question and answer approach to the American system of higher education, including the governing board, control, accrediting agencies, institutions, programs, functions, personnel, and history.

Enarson, Harold L. "Cooperation--The States Are the Key." Educational Record, 39 (April, 1958), pp. 140-45.

The goals, performance, strengths and weaknesses of the three regional agencies, viz., the Southern Regional Education Board, the Western Interstate Commission for Higher Education, and the New England Board of Higher Education, are considered. Four generalizations are offered concerning special mechanisms of cooperation at the state level.

Erickson, C. G. "Illinois Balances Statewide Planning and Local Autonomy." Junior College Journal, 38 (March, 1968), pp. 22-26.

An appraisal of the "rebirth in Illinois" of community colleges with particular attention to the State Junior College Board vis-a-vis the local boards. The reader is given a perceptive view of the initial stages of statewide coordination. A cogent discussion of the national trend towards state coordination of higher education is included.

Florida Public Junior Colleges. Tallahassee: State Department of Education, November, 1967, 50 pp.

A statement and an assessment of the comprehensive junior college system in Florida. Included topics are: method of establishing a junior college; roles and functions of the state level junior college personnel; the state junior college master plan; finance provisions; articulation; operation and functions of the junior colleges; and alternative post-high school services.

Glenny, Lyman A. Autonomy of Public Colleges: The Challenge of Coordination. New York: McGraw-Hill, 1959, 325 pp.

Examination of how effectively, through planning, coordination and control, the organization and administration of higher education at the state level contribute to institutional diversity, differentiation and support. Excellent analysis of the processes by which politics and higher education interact. This publication was the first to definitively describe coordinating forms and functions.

Glenny, Lyman A. "How Will Effective Institutional Articulation and Coordination Be Achieved at the Local, the State, the Regional, and the National Levels?" Current Issues in Higher Education. Washington, D. C.: National Education Association, 1957, pp. 156-61.

A succinct explanation is given for the trend towards more coordination in higher education, particularly at the state level. Mention is made of coordination being effected by state executive agencies and by regional boards or commissions.

Glenny, Lyman A. "State Systems and Plans for Higher Education." Emerging Patterns in American Higher Education. Edited by Logan Wilson. Washington, D. C.: American Council on Education, 1965, pp. 86-103.

The rise and demise of the voluntary and governing-board types of statewide coordination is discussed as well as the reasons for the popularity of the coordinating board composed of public members. Master planning and major trends in coordination are reviewed.

Gove, Samuel K. "Pressures on Higher Education: State and Local Governments." Current Issues in Higher Education. Washington, D. C.: National Education Association, 1965, pp. 68-71.

Although the author directs his attention to the pressures exerted on individual institutions by legislatures, pressure groups, private institutions, et cetera, his remarks hold import for statewide coordinating agencies because of the implications for the member institutions to the coordinating process.

Gove, Samuel K. Statewide Systems of Public Higher Education: An Analysis of Current Studies on the Topic. Report No. 3. Denver, Colorado: Education Commission of the States, November, 1968, 15 pp.

Summary of studies primarily concerning coordination and planning of higher education being conducted by American Council on Education; Center for Research and Development in Higher Education; Academy for Educational Development, Inc.; U. S. Office of Education; Southern Regional Education Board; Usdan-Minar-Hurwitz Study; Knoller Study; and single state studies of California, New Mexico, Kentucky and Washington.

Designed to assist the exchange of information among study directors, this report distills the conclusion that although individual institutional autonomy is valued, states are increasingly developing statewide systems of coordination. Varied approaches and coordinating and planning agencies are analyzed for implications and consequences.

Green, Ralph T. "The Need for Coordination and Controls in the Financing of State Institutions." Proceedings of the 55th Annual Conference of the National Tax Association, 1962. Harrisburg, Pennsylvania: National Tax Association, 1963, pp. 476-482.

Because legislative committees have neither the time nor ability to handle the volumes of factual material that support budget requests, and are unable to truly differentiate between institutions, the financial requests for institutions of higher education should be handled and controlled through a coordinating board which then presents recommendations to the legislature.

Most of the article is devoted to the summation of the activity of the Texas Commission on Higher Education during its first six years of operation. Particular emphasis is placed upon the use of formulas in the financial area of coordination of higher educational institutional activities.

Hall, Charles W. "The Position and Function of the State Office Responsible for Public Community-Junior College Education." Unpublished doctoral dissertation, New York: Teachers College, Columbus University, 1966, 239 pp.

Chapter two contains a discussion concerning the place of the junior college within the context of coordination of higher education. The responsibility of the state vis-a-vis the junior college is discussed.

Hall, Charles W. "Status of the State Officer Responsible for Junior College Education." Junior College Journal, 38 (March, 1968), pp. 32-34.

Summary of the findings found in the dissertation written by the author. The chief functions of the state officer are delineated. The requisite criteria commensurate with the state officer's responsibility are itemized. The state organizational pattern for the placement of the state officer in twenty-five states as of 1964 is provided.

Hamilton, Thomas H. "A Limited Study of the Governing of Public Universities." Higher Education and Florida's Future - The Government, Management, and Finance of Higher Education in Florida. Volume 4. Tallahassee: Board of Control, Florida Institutions of Higher Learning, July, 1956, pp. 44-83.

A limited examination of the governing of public institutions of higher education in Florida. Essentially a critique of the role of the Board of Control, its functions and duties, and its relationship to the State Board of Education.

Harris, Norman C.; Martorana, S. V.; and Wattenbarger, James L. An Evaluation of Progress. An Analysis of the Activities of the Illinois Junior College Board 1965-1969. Springfield: Illinois Junior College Board, June, 1969, 70 pp.

An evaluation study of the rapidly developing Illinois Junior College system, with particular attention to the internal and external relationships and the operation and status of the State Junior College Board in the state pattern of higher education. Thirty-six recommendations are set forth regarding problem areas and future developments.

Henderson, Algo D. The Role of the Governing Board. A.G.B. Reports, Volume 10, No. 2. Washington, D. C.: Association of Governing Boards of Universities and Colleges, October, 1967, 31 pp.

An essay on the governing agency, or agencies, of higher education, covering the legal status, nature, characteristics, procedures and proposals for reform. The emphasis is on single institutions, but reference is frequent to state-level activities.

Henry, D. D. "Institutional Cooperation and Coordination in Meeting New Responsibilities." North Central Association Quarterly, 32 (April, 1958), pp. 318-24.

Twelve areas of statewide coordination are examined. Methods of coordination and machinery for state planning are itemized. The point is made that coordination is necessary for public support of all higher education.

Hill, David Spence. Control of Tax-Supported Higher Education in the United States. New York: The Carnegie Foundation for the Advancement of Teaching, 1934, 385 pp.

An outdated but excellent study of the problems of educational control in government. The instrumentalities controlling higher education and their legal bases in each state are delineated and discussed, including important historical and financial developments.

Holderman, Kenneth L. "State Coordination of 2-Year Colleges with Other Educational Institutions." State Directors of Junior Colleges and Coordinators of State Systems of 2-Year Colleges. Conference Proceedings, October, 18-19, 1961. U. S. Office of Education, Washington D. C.: Government Printing Office, 1961, pp. 42-48.

Although the linchpin of coordination is money, with each level of education trying to get more from the state legislature, the plea is made for cooperation and flexibility among all educational institutions.

Holy, Thomas C.; and Semans, H. H. "Coordination of Public Higher Education in California." Journal of Higher Education, 26 (March, 1955), pp. 141-147.

A summary of the efforts through legislation and through the Liaison Committee of the Regents of the University of California and the State Board of Education to coordinate the activities of the many state-supported institutions of higher education in California.

Hungate, Thad L. The Management of Higher Education. New York: Bureau of Publications, Teachers College, Columbia University, 1963, 348 pp.

Chapter eight deals with principles and practices of coordination and governance of institutions of higher education by state agencies. Appendix B itemizes in quantitative form the coordination or governance structure of each state.

Illinois Board of Higher Education. A Master Plan for Higher Education in Illinois. Springfield: Illinois Board of Higher Education, July, 1964, 72 pp.

The plan is a comprehensive study of educational needs in public and non-public colleges and universities and other educational enterprises. It discusses the questions of how public colleges and universities should be governed, the structure for the most economical operation, the advantages and limits of unified planning and coordination, and the extent to which non-public institutions should be involved in statewide planning.

Johnson, B. Lamar, ed. State Junior Colleges: How Can They Function Effectively? Atlanta, Georgia: Southern Regional Education Board, 1965, 32 pp.

Disadvantages and advantages of state-controlled junior colleges are described. Proposals are given to ameliorate the disadvantages.

Joint Staff of the Liaison Committee of the California State Board of Education and The Regents of the University of California. A Study of the Need for Additional Centers of Public Higher Education in California. Sacramento: California State Department of Education, 1957, 172 pp.

Report of a study on the need for new public higher education facilities in several areas of the state, with conclusions, priorities and projections. An excellent recounting and exposition of efforts to coordinate higher education in California, both past and future.

Kelly, Fred J.; and McNeely, John H. The State and Higher Education: Phases of Their Relationship. The Carnegie Foundation for the Advancement of Teaching and the United States Office of Education. Fulton, New York: The Morrill Press, 1933, 282 pp.

A study of (1) the control and curricular offerings of institutions of higher education in ten selected states; (2) the trend toward unified control; and (3) significant variations by states. Both public and private schools are treated as being part of a unified system.

Leonard, J. Paul. "Controls on Higher Education: Implications for Program Planning." Current Issues in Higher Education. Washington, D. C.: National Education Association, 1956, pp. 264-69.

Brief examination of the change in the government of higher education during the last quarter century from local governing board control to control by central state agencies.

Litwak, Eugene; and Hylton, Lydia F. "Interorganizational Analysis: A Hypothesis on Coordinating Agencies." Administrative Science Quarterly, 6 (March, 1962), pp. 395-420.

Coordination is considered based on the variables of interdependency, awareness, and standardization. Although the authors are concerned with community chests and social service exchanges, this article commends itself to state-wide coordination of higher educational institutions.

Marsh, Clarence Stephen, ed. Cooperation and Coordination in Higher Education, Series I, Volume 2, No. 5. Washington, D. C.: American Council on Education, April, 1938, 110 pp.

Traces the historical development of cooperation and coordination -- the problems, obstacles, resources, past approaches and examples, and recommendations for fifteen areas of research and the creation of a national agency to stimulate but not dictate such research.

Martorana, S. V. "Consideration of 2-Year Colleges in Recent State-wide Studies of Higher Education." Part I, Higher Education, 14 (October, 1957), pp. 23-27, Part II, Higher Education, 14 (November, 1957), pp. 46-50.

An analysis of twenty-seven state surveys made since 1950 which include consideration of need for 2-year colleges. Summarizes criteria for establishment, scope of suggested offerings, state and local control, finances, and machinery for coordination. Includes full bibliographical data on each of the twenty-seven surveys.

Martorana, S. V., ed. Coordinating 2-Year Colleges in State Educational Systems. Washington, D. C.: Division of Higher Education, U. S. Office of Education, 1957, 86 pp.

Includes organizational plans of sixteen states for the coordination of junior colleges with secondary schools and senior institutions of higher education.

Martorana, S. V. New Mexico's Needs for Further Post-High-School Educational Programs. Santa Fe: Board of Educational Finance, December, 1956, 192 pp.

Report of a survey which analyzes conditions in New Mexico and concludes that a clear need exists for additional programs of post-high-school study. Recommends establishment of a Junior College Coordinating Commission "as an advisory agency and a clearing house and review of problems at this educational level."

Martorana, S. V. "State-Wide Coordination of Higher Education." Current Issues in Higher Education. Washington, D. C.: National Education Association, 1962, pp. 245-48.

Discussion of the pattern of coordination in forty states, clarification of terms used in reference to coordination, and noting of four developments relating to state-wide coordination.

Martorana, S. V.; and Hollis, E. V. State Boards Responsible for Higher Education. U. S. Office of Education, Washington, D. C.: Government Printing Office, 1960, 254 pp.

The characteristics of state boards responsible for public institutions of higher learning, their scope of responsibility, and the number and types of institutions under their jurisdiction are reviewed. The organization of public higher education in each state is provided.

Martorana, S. V.; Messersmith, James C.; and Nelson, Lawrence O. Cooperative Projects Among Colleges and Universities. United States Office of Education, Circular No. 649, Washington, D. C.: Government Printing Office, 1961, 45 pp.

A descriptive analysis of the different types and forms of institutional cooperation, with examples: Interinstitutional Cooperation; An Emerging Concept in Higher Education; Cooperation at Local, State, and Regional Levels; Planning for Cooperation in Higher Education; Helps and Hindrances to Cooperative Projects; and Principals and Guidelines for Establishing Inter-institutional Programs.

McConnell, T. R. "The Coordination of State Systems of Higher Education." Emerging Patterns in American Higher Education. Edited by Logan Wilson. Washington, D. C.: American Council on Education, 1965, pp. 129-40.

The voluntary coordination of higher education in Great Britain is described. The author gives the reasons for his conclusion that

voluntary state-wide coordination, which he previously championed, is inferior to a coordinating board.

McConnell, T. R. A General Pattern for American Public Higher Education. New York: McGraw-Hill, 1962, 198 pp.

Meeting the needs of a diverse student clientele is the over-riding theme of this excellent publication. Pursuant to the consideration of state-wide coordination (chapter eight), the author examines in depth coordination of higher education in California, Illinois, and in Great Britain.

McConnell, T. R. A Restudy of the Needs of California in Higher Education. Sacramento: California State Department of Education, 1955, 473 pp.

Updates and replaces a 1948 study of the needs of higher education in the state. The author gives extensive examination to the topics: The Needs for Higher Education in California, as measured by the population to be served; The Functions and Programs of Higher Education in California; The Government, Administration, and Coordination of Public Higher Education; The Present Physical Plants and Future Plants Needed; and California's Ability to Support Higher Education.

Medsker, Leland L.; and Clark, George W. State Level Governance of California Junior Colleges. Berkeley: The Center for Research and Development in Higher Education, August, 1966, 100 pp.

A study prepared for the California Coordinating Council for Higher Education to determine the advisability of the establishment of a separate state agency or board for the junior colleges; the role, power, and duties of such a board; the legal and fiscal implications involved, and the means to preserve the advantages of California's traditional local autonomy in the junior colleges. The principal object of the study is the nature of the coordinating agency needed at the state level.

Messersmith, James C. Church-Related Boards Responsible for Higher Education. United States Office of Education Bulletin No. 13. Washington, D. C.: Government Printing Office, 1964, 230 pp.

A comprehensive description and depth analysis of higher education boards of a limited number of religious denominations, intended as a broad sampling of boards of higher education who have governing, coordinating, supervisory, or other working relationships with groups of church-related colleges and universities. Emphasizes the need to

identify more clearly the relationships which do exist and those which should exist between the denomination, through its educational board or agency, and the institutions of higher education related to it.

Miller, James L., Jr. "The Two Dimensions of State-wide Higher Education Coordination." Educational Record, 43 (April, 1962), pp. 163-67.

Brief summary of the history of coordination and a discussion of the two distinct dimensions of state-wide coordination, viz., horizontal (geographic) and vertical (program).

Millett, J. D. "State Planning for Higher Education." Educational Record, 46 (Summer, 1965), pp. 223-30.

Examination of the "three major problem areas" in establishing state planning machinery for higher education -- namely, the kind of planning agency to create and how to relate this machinery to the decision-making organs of state government, determining the relationship of the state planning agency vis-a-vis the individual institutions, and specifying what planning means in the field of higher education.

Minter, W. John, ed. Campus and Capitol. Boulder, Colorado: Western Interstate Commission for Higher Education, 1966, 118 pp.

Seven papers are presented dealing with the relationship of the universities and the state, the ramifications of state-wide coordination, the impact of the federal government on higher education, et cetera. Excellent annotated bibliography accompanies each paper.

Moos, Malcolm; and Rourke, Frances E. The Campus and the State. Baltimore, Maryland: The Johns Hopkins Press, 1959, 414 pp.

Discussion of the interaction of the myriad state agencies vis-a-vis state colleges and universities with its concomitant implications for institutional freedom and efficiency.

Morey, Lloyd. "Governmental Control of Public Higher Education." Transactions and Proceedings of the National Association of State Universities, 53 (1955), pp. 30-41.

Two points of external control, viz., budget and postaudit are acceptable to the author; all others "are unnecessary, are hindrances, and are lacking in worth-while accomplishments." Five cogent reasons are given as to why institutional autonomy is diminishing; four main classifications of restrictions are described.

Morrison, D. G.; and Martorana, S. V. Criteria For the Establishment of Two-Year Colleges. United States Office of Education Bulletin No. 2. Washington, D. C.: Government Printing Office, 1961, 101 pp.

An examination of the legislative requirements, state by state, that should be met as a condition for establishing and developing two-year colleges. Several aspects of state-level coordination are treated, such as approval, finance, and state operating policies. Proposed criteria and guidelines for actions are also recommended.

Morrison, D. G.; and Witherspoon, Clinette F. Procedures for the Establishment of Public 2-Year Colleges. United States Office of Education Bulletin No. 14. Washington, D. C.: Government Printing Office, 1966, 129 pp.

A summary of the requisite steps involved in the development of public two-year colleges. The role of state education agencies is also discussed.

Morrissey, K. C. "An Alternative: State Control." Junior College Journal, 36 (May, 1966), pp. 16-19.

The thesis is presented that local control was applicable in the past but is no longer, given the changing flux of population causing political and geographical boundaries to be untenable when used as service area boundaries for local community colleges. Ten reasons are put forth as a rationale for state control with the Massachusetts system being used as the exemplar. The rationale set forth in this article is germane to state-wide coordination.

National Council of State Directors of Community-Junior Colleges. Proceedings Abstracts. National Conference of State Directors of Community-Junior Colleges, October, 1966. Harrisburg, Pennsylvania: Bureau of Community Colleges, Department of Public Instruction, 1966, 37 pp.

Abstracts of presentations covering the federal interest in the two-year college, American Association of Junior Colleges, technical-vocational education, accreditation, and master planning by phases. Capsule progress reports of the community-junior college program in thirty-two states are also included.

Palola, Ernest G. "Changing Centers of Power in Higher Education: A Challenge to Institutional Leadership." Paper prepared for the Junior College Presidents Seminar, June, 1968, Berkeley, California, 52 pp.

Discussion of the distribution of authority within the network of institutions of higher education and the institutional leadership which is necessary to cope with the uncertainty within the authority structure.

Paltridge, James G. California's Coordinating Council for Higher Education. Berkeley: Center for Research and Development in Higher Education, University of California, 1966, 193 pp.

The history of higher education coordination in California is provided from 1899 through to the Coordinating Council. The focus is on the organizational and procedural changes occurring during the five year (1961-65) period studied. The impact of federal programs on the organizational structure and functions of the Council is noted. Aspects of statewide coordination needing further investigation are delineated. Extensive bibliography and appendices.

Paltridge, James G. Conflict and Coordination in Higher Education. Berkeley: Center for Research and Development in Higher Education, University of California, 1968, 111 pp.

Lucid account of the recent history of statewide coordination in Wisconsin. The author postulates five assumptions concerning factors contributing to the effectiveness of coordinating agencies, and relates the results of his findings in Wisconsin and in other states to these postulates.

Paltridge, James G. Organizational Forms Which Characterize Statewide Coordination of Public Higher Education. Unpublished manuscript, Berkeley: Center for Research and Development in Higher Education, University of California, 1965, 17 pp.

A taxonomy of mechanisms for statewide coordination is presented and is then used to classify the method of statewide coordination used by each state from prior to 1939 through 1965. Trends in statewide coordination are deduced pursuant to the observation of the frequency of coordination modes implemented over a twenty-five year span (1940-65).

Pifer, Alan. "Toward a Coherent Set of National Policies for Higher Education." An Address given to the Association of American Colleges, Annual Meeting, 1968, Minneapolis, Minnesota.

A personal examination of the disjointed nature of higher education at all levels -- local, state, and national -- and an advocacy of a deliberately developed, coherent set of national policies for American higher education under a federal center.

Pliner, E., ed. Coordination and Planning. Baton Rouge, Louisiana: Public Affairs Research Council, 1966, 149 pp.

An excellent history of state coordination of higher education nationwide is presented. The operations of statewide coordinating boards of each state are examined. The higher education structure in Louisiana and the need for coordination of higher education in Louisiana is explained. The presentation is replete with data via the extensive use of tables and figures.

Public Affairs Research Council of Louisiana, Inc. Coordination and Planning. Report No. 3 on Louisiana Higher Education. Baton Rouge: Public Affairs Research Council of Louisiana, Inc., September, 1966.

Presents a general history of coordination of higher education in other states, and then traces the unsuccessful efforts to establish an overall coordination system in Louisiana. The report sets forth several recommendations regarding the establishment, operation, and functions of a formal coordinating board for Louisiana.

Reach, D. D. "Statewide Planning Needed in Community College Development." Junior College Journal, 32 (November, 1961), pp. 151-53.

Ten suggestions are delineated to effect statewide planning of community colleges including the relation of the state to the community college and the state's responsibility to meet the educational needs of its citizens. It is implied that the community college should be planned as an upward extension of the secondary school.

The Regents' State-wide Plan for the Expansion and Development of Higher Education, 1964. Albany: The University of the State of New York Press, April, 1965, 131 pp.

The State Board of Regents must submit a comprehensive plan every four years for the orderly development of higher education. This is their first plan, and covers every aspect of education and the peculiar organization and relationship of New York public and private schools. State needs, both of the state and society, are dealt with. The master plan is seen as the means to achieve identity, unity, and excellence throughout the system.

Reitz, J. Wayne. "The Impact of State Systems on Institutional Autonomy." Paper presented to Sectional Meeting 14 at the 23rd National Conference on Higher Education, sponsored by the American Association for Higher Education, Chicago, March, 1968, 6 pp.

Compulsory coordination is advocated as a means of: 1) protecting over-ambitious new institutions from themselves; 2) preventing down-grading of distinguished institutions; and 3) preserving institutional autonomy. A very succinct discussion of the current status of higher education coordination.

Roberts, Dayton Y., ed. Highlights of a Decade. "Florida Community Junior Colleges," Tallahassee: Florida State Department of Education, 1967, 36 pp.

Award winning booklet presents a historical sketch, in words and pictures, of the development of Florida's system of community junior colleges with special emphasis on the decade of 1957-67. Lists all community junior colleges and presidents.

Roberts, Dayton Y., ed. Junior College Local and State Relations. Gainesville: Institute of Higher Education, University of Florida, 1968, 68 pp.

Proceedings of the Junior College Conference at Ocean Springs, Mississippi on 24-26 June 1968. The increasing emphasis upon state-level coordination and resulting changes affecting junior colleges nationwide in general and Mississippi in particular are documented and interpreted. Excellent statements on the state junior college office and its functions and roles in relation to the local junior college operations. Public relations, occupational programming, curriculum, financial management, educational reporting, and basic principles of state and local relations are discussed.

Russell, John Dale. Control and Coordination of Higher Education in Michigan. Staff Study Number 12 prepared for the Michigan Legislative Study Committee on Higher Education. Lansing: The Survey of Higher Education in Michigan, 1958, 91 pp.

Chapters two, three, and four provide respectively an excellent examination of the necessity of statewide coordination of higher education, a cogent consideration of principles of statewide coordination, and a review of nine state plans for the coordination of higher education. The contents of chapter four are dated, but the material found in chapters two and three is as pertinent to the present status of statewide coordination as it was for the prevailing condition of statewide coordination of higher education when written.

Russell, John Dale. Higher Education in Michigan. Lansing: Michigan Legislative Study Committee on Higher Education, September, 1958, 200 pp.

Discusses eight major areas of concern and makes appropriate recommendations. The control and coordination of higher education in Michigan is discussed in Staff Study No. 12.

Russell, John Dale. "New Mexico's Board of Educational Finance." Higher Education, 9 (January, 1953), pp. 97-99.

Discusses New Mexico's plan to solve the problem of over-all coordination of state-controlled institutions through its newly created Board of Educational Finance. The organization and operation of the Board are described.

Skaggs, K. G. "Legislation and Trends in the Centralization of Control of Higher Education at the State Level." Junior College Journal, 29 (May, 1959), pp. 539-44.

Review of a number of laws affecting the establishment, operating and financing of junior colleges. The conclusion is drawn that "the qualitative effect of these laws seems to indicate a strong and decided trend toward increasing state-level control of junior colleges..."

State Directors of Junior Colleges and Coordinators of State Systems of 2-Year Colleges.

Conference Proceedings, October, 18-19, 1961. United States Office of Education No. OE-57003. Washington, D. C.: Government Printing Office, 1962, 53 pp.

Report of presentations and discussion of five topics: (1) State criteria for the establishment of two-year colleges, (2) State and local surveys of need, (3) Suggested research related to the national image of the public community-junior college, (4) Financial support for two-year colleges -- current and capital, and, (5) State coordination of two-year colleges with other educational institutions.

Topic (5), presented by Kenneth L. Holderman, discerned the major difficulties in developing state coordination of the two-year colleges with other higher educational institutions to be the elimination or amelioration of money problems and the usual power struggles. Coordination with secondary schools related more to academic and counseling matters.

Conference Proceedings, November 28-29, 1962. United States Office of Education No. OE-57003-62. Washington, D. C.: Government Printing Office, 1963, 41 pp.

Report of presentations and discussion of five topics: (1) Methods and procedures in projecting, (2) Recent developments in technical education -- from a state viewpoint -- from the national viewpoint, (3) Reports and statistics, (4) Norms and quotas, and (5) Guidelines for sponsors and directors of two-year community colleges.

Topic (2), from a state viewpoint, presented by R. O. Birkhimer, held that technical education in reality is junior college education. This summary of a state study advocates the organization of a statewide system of comprehensive-type junior colleges because of economy, better guidance of students, more systematic opportunity for student choice, administrative feasibility, and greater institutional prestige to attract competent staff members.

Conference Proceedings, November 20-21, 1963. United States Office of Education No. OE-57003-63. Washington, D. C.: Government Printing Office, 1964, 55 pp.

Report of presentations and discussion of seven topics: (1) A state college study -- organization and expectations (Kansas), (2) Local junior college studies -- organization and relationship to state study, (3) Evaluation guidelines for community colleges -- legal base, function and purpose, articulation and coordination with secondary schools and higher education, financial and human resources, procedure for meeting changing community needs, operational policy, (4) Range, level and content of programs in the comprehensive community college -- by state, (5) Coordination of public two-year colleges in Oklahoma -- accomplished by State Regents of Higher Education -- two-year colleges are state controlled and generally rural, (6) The Regional Office of the Office of Education and education financial assistance programs, and (7) Programs and services of the American Association of Junior Colleges.

Report of Meeting, March 2, 1965. A part of the American Association of Junior Colleges Conference held in Dallas, Texas, 23 pp. (Mimeographed.)

Brief reports by representatives of twenty-three states on the subject, "Community Colleges in My State at Present, and Expected Progress for the Future."

Report of Meeting, February 28, 1966. A part of the American Association of Junior Colleges Conference held in St. Louis, Missouri, 34 pp. (Mimeographed.)

Brief reports by state directors or representatives on articulation activities which are carried on in fourteen states.

The State Education Department: Organization, Services, Functions. Albany: The University of the State of New York Press, August, 1962.

A circular describing the corporate power of the University of the State of New York and the Board of Regents. The functions and services of the State Education Department are listed, along with a detailed organizational chart with a brief description of services available through each division of the State Education Department.

Stevenson, Adlai E. "Wanted: A State-wide Concept of Higher Education." Illinois Education, 40 (December, 1951), pp. 136-38.

Governor Stevenson states six reasons for his belief that "one board for higher education in Illinois would serve our needs better than several boards."

Strayer, George D., Director of the Survey. A Digest of a Report of the University System of Georgia. Atlanta: Regents of the University System of Georgia, December, 1949, 146 pp.

Summary of the study of the University System of Georgia examining its program, physical plant, student conditions, finances, administration and governance, and future, along with a look at the program and administration of the junior colleges. The junior colleges were recommended to be independent of the University System, but their local boards should be under the general supervision of the State Board of Education. A new administrative structure for the University System was proposed, with a Board of Regents and its chief executive officer, the Chancellor, who will execute policies and coordinate the system.

Strayer, George D. Report of a Survey of Institutions of Higher Education in the State of Iowa. Des Moines: Iowa State Board of Education, 1950, 98 pp.

This report covers four topics: (1) State Board of Education, its origin and operations, (2) Coordination of the educational programs, (3) Internal organization and administration, and (4) Financing future programs of higher education.

Stuckman, Jeffrey A. "Practices and Institutional Effects of Function-Implementation by the Professional Staff of State-Wide Coordinating Agencies for Public Junior Colleges." Unpublished doctoral dissertation, Gainesville: University of Florida, 1969, 128 pp.

A study of the implementation of eight coordinating functions -- differentiated under the four categories of planning, budgeting and finance, programs, and physical facilities -- by the professional staff of the Florida and Illinois State Junior College Boards. Practices are suggested which, if implemented, may enhance the effectiveness and efficiency of the coordinating process.

Stuckman, Jeffrey A. Statewide Coordination of Community Junior Colleges. Gainesville: Institute of Higher Education, University of Florida, 1969, 45 pp.

The relationship between the junior colleges and the statewide coordinating agency is considered with regard to the coordinating process, interorganizational analysis, the systems concepts. Guidelines are developed pursuant to the statewide coordinating agency operating within the context of an interdependent state junior college system.

Toepelman, W. C. "Controls on Higher Education." Current Issues in Higher Education. Washington, D. C.: National Education Association, 1956, pp. 269-70.

Consideration of the two general types of control boards and the limitations placed on institutions of higher education by centralized governmental agencies.

Usdan, Michael D.; Minar, David W.; and Hurwitz, Emanuel, Jr. The Politics of Elementary-Secondary and Higher Education. Report No. 11. Denver, Colorado: Education Commission of the States, November, 1968, 32 pp.

An analysis of the conflict in twelve selected states between higher and secondary education, with a focus on thirteenth and fourteenth grades. Emphasis is on the current status and projected pattern of the relationships between interest groups, individuals who represent the different levels of education, and state coordinating agencies. Alternatives to resolving conflict are spelled out in two categories: improvement of governance structures and improvement of financial support systems.

Virginia Advisory Legislative Council. Higher Education in Virginia: Report to the Governor and the General Assembly of Virginia. Richmond: Commonwealth of Virginia, Division of Purchase and Printing, 1951, 89 pp.

Report stresses coordination, making comparisons with other states, and unit-cost studies.

Wattenbarger, James L. "Changing Patterns of Junior College Control: Local to State Government." Junior College Journal, 38 (May, 1968), pp. 9-11.

Results of state control are itemized, trends resulting in the swing from local to state control are delineated, the fifty states are categorized as regards their present status on the local control - state control continuum, and considerations to be dealt with in state-coordinated or state-controlled systems are offered in this comprehensive article.

Wattenbarger, James L. The Community Junior College in Florida's Future. Tallahassee, Florida: The Community College Council, State Department of Education, 1957, 71 pp.

A study of the need for community junior colleges in Florida and a proposed comprehensive plan for a state-wide and state-coordinated system of community junior colleges, with supporting data.

Wattenbarger, James L. "The Development of Community Colleges: Trends, Issues, Problems." Partnership for Progress. The report of a legislative work conference on Higher Education in the West, December 3-5, 1967, Boulder, Colorado: Western Interstate Commission on Higher Education, pp. 45-51.

Six major areas of responsibility of the statewide coordinating agency pertaining to state vis-a-vis local relationships are examined. Reference is made to the experience of the State Junior College Board of Florida pursuant to these responsibilities.

Wattenbarger, James L. A State Plan for Public Junior Colleges. Gainesville: University of Florida Press, 1953, 83 pp.

This monograph of the author's dissertation became the Master Plan for the development of Florida's system of community junior colleges. That says enough.

Wattenbarger, James L.; Gager, William; and Stuckman, Jeffrey. The State Director for Community Junior Colleges. Gainesville: Institute of Higher Education, University of Florida, 1969, 22 pp.

Based on the replies to a questionnaire distributed in the fall of 1968 by the American Association of Junior Colleges, the responsibilities assigned to state directors are delineated as well as the compensation and allied benefits received by the state directors. The history and

status of the position of the state director in Florida is presented. A listing of the state director for each state (as of March, 1969) is provided.

"What About Services of State Departments of Education?" Bulletin of the Bureau of School Services. Lexington: College of Education, University of Kentucky, June, 1955.

Eight critical requirements, expressed in terms of abilities of staff members, are listed as influencing the effective performance of services.

Williams, Jack K. "Are State Systems of Persuasion, Cooperation, Coordination or Control Harmonious With or Antithetical to Institutional Autonomy?" Paper presented at the National Conference of the American Association of Higher Education, Chicago, March, 1970, 3 pp.

A brief, cogent statement advocating state level coordination with some degree of carefully moderated authority rather than total central control. States that coordination will give to total control, however, because coordination has three built-in "time bombs." They are:
1) Difficulty in recruiting and retaining lay board members of sufficient caliber and sufficiently free of special interest pleadings;
2) Fact that coordinating boards are not established "above politics";
3) Unwillingness or slowness of college administrators and trustees to accept coordinating board decisions which would slow institutional growth or deny new programs.

Williams, Robert L. "A Single Board of Control for State-Supported Higher Education." School and Society, 71 (January, 1950), pp. 17-21.

Presents a general review of the activities of 13 states that have established some form of centralized control. Discusses six causes of the movement toward centralized control and five advantages of such control.

Wilson, Logan, ed. Emerging Patterns in American Higher Education. Washington, D. C.: American Council on Education, 1965, 292 pp.

Thirty-four essays are presented covering such topics as the changing environment of higher education, statewide coordination and cooperation, regional cooperation, institutional organization, and ramifications of a national policy for higher education. The essays represent the current thinking and movements in higher education.

Wilson, Logan. "State Coordination of Higher Education." Paper presented to the Association for Higher Education and the Washington Education Association, Seattle, December 2, 1966, 11 pp.

Analysis of the trends and causes of these trends in state-wide coordination. The reasons why state-wide coordination has become and is a necessity are cogently enumerated.